

Workforce Planning Questions for Managers

Mission - How does your work unit support the overall mission of the agency?

Work Unit Challenges

What critical mission challenges are likely to affect your work unit in the short term (i.e., the next one to three years) and long term (i.e., the next three to five years)?

Workforce Challenges

- What types of employees does your work unit currently need to both achieve its mission and address its critical challenges? Describe the work employees perform that contributes to the mission of the organization.
 - What other resources does your unit need (e.g., technology, equipment, consulting, etc.)?
- What should your work unit's workforce look like in the future (e.g., employees with certain skills/competencies, more employees)?
 - What do these people need to do that is different from what your current workforce does now, in order to ensure the success of your future mission?
- What trends are likely to affect your work unit's ability to recruit, hire, develop, motivate, and retain the employees needed (e.g., retirements, turnover, competition for limited skills)? Describe the data you believe would highlight the challenges described.
- What is the impact to the mission of the organization if these workforce challenges are left unaddressed?

Solutions

- Generally describe the ongoing and planned initiatives to address these challenges.
 - Who will be responsible for these steps?
 - When are the steps scheduled to be completed?
- What other solutions may be needed?
- Define success for the workforce planning effort. What outcomes or changes would you most like to see?

Resources and Investment

- What budgetary and other resources will be required to implement these solutions?
- Are there any expected cost-savings/benefits of these solutions in the short and long terms?